



# **Girl, I Want to Get You More Money: Business Coaching that Changes the Bottom Line**

Presented by Monique D. Reynolds,  
*VP, ECE Business Support & Sustainability, Quality Care for Children*

*Phoenix, Arizona | October 2-4, 2023*



**QCC** works  
**FOR SUSTAINABLE CHILD CARE**

**Girl, I Want to Get You More Money: Business Coaching that Changes the Bottom Line**

Monique D Reynolds, VP, ECE Business Support & Sustainability

# The Challenge

- Child care was broken before COVID-19.
- Relief dollars allocated during the pandemic allowed programs to stay afloat.
- But until we address the underlying structural problems child care programs will continue to struggle.





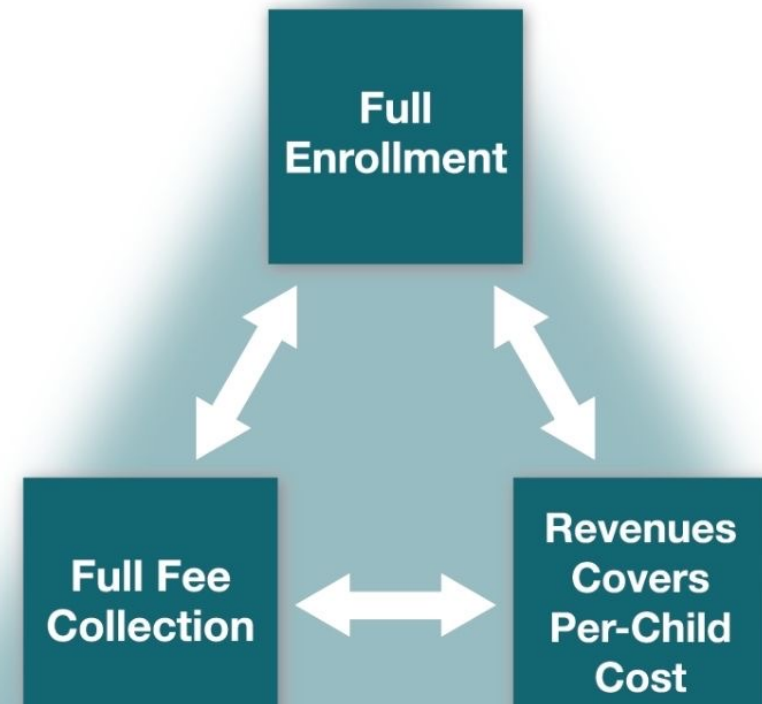
- Child development expertise
- Classroom coaching
- Teacher supervision
- Instructional leadership
- Child assessments

- Full enrollment
- Fee collection
- Cost-per-child, by age
- Fundraising
- Reporting
- Regulatory compliance

# Business Support: What Works

Help busy program leaders track and benchmark the most powerful ECE business metrics.

## The Iron Triangle of ECE Finance



# The QCC Approach



## **Business Support:**

Baseline assessment, provider-specific action plan, coaching focused on key business metrics.

## **Automation:**

Ensure that every child care business has a CCMS and knows how to use it.

## **Economies of Scale:**

Stronger purchasing power + back office for providers that need more.

# QCC Business Training



## TOPICS

- Finance & Budgeting
- Professionalism in the ECE Workplace
- Marketing Your Program
- Benefits of Automation
- Understanding Contracts & Policies
- Understanding Business Policies & Internal Operations
- Succession Planning
- Retirement Planning
- Development & Expansion
- Preparing for Business Financial Success
- Annual Business Summit: Finance-Accounting, Health & Wellness, Investment & Retirement, and Business Resources

# Business Training is Not Enough

## Busy leaders need:

- Automation (at 30% of providers use technology effectively)
- Funding for technology licenses and needed for hardware

## Research on the Forgetting Curve:

- In One **Hour 50%** of information is forgotten.
- In One **Day 70%** of information is forgotten.
- In One **Week 90%** of information is forgotten.





# Solution: Automation



Early Childhood Education  
is one of the last sectors  
in the U.S. economy  
to benefit from a technology  
transformation.

# CHALLENGE: Paperwork - Benefits at a Glance

## STAFF

STAFF SHORTAGE  
Substitutes  
Schedules  
Attendance  
Communication  
Evaluations  
Training

## FAMILY

### ENGAGEMENT

ENROLLMENT  
Attendance-  
COVID-Contactless –  
in/out  
Communication-cell  
phones, tablet,  
email  
Daily Report  
Pictures/Videos  
Accident/Incident  
Immunization  
Schedules-Child/Bus  
End of Year Tax  
Statement

## ACCOUNTING

Family Billing  
Online Payment  
Collections  
Third Party  
Reconciliation  
Expense Tracker  
Meal Reimbursement  
Payroll  
Benefits/PTO-Time  
Off  
Track Expenses  
Financial Reports

## Management-get organized

State Compliance  
Emergency Plan-COVID  
Immunization  
Accident/Incident  
Bus Schedules  
Attendance Records  
Marketing-Waitlist





# What Works:

Child Care Management Software (CCMS) specifically designed for ECE businesses



**Saves Time: Automating operations greatly reduces the amount of staff time needed**



**Saves Money: Reduced labor translates to cost saving for administrative tasks**



**Increases Revenue: Automated payments reduce bad debt, reconciliation of subsidy reimbursement, etc.**



**Skilled Financial Management: Data available in electronic format can be analyzed; informs financial decisions**

# CHALLENGE: Time

Task	Before Automation	After Automation
Payroll/HR tracking	6-8 hours/biweekly	1 hour/biweekly
Tuition, subsidy billing, tracking	2-3 hours weekly	30 minutes weekly
Attendance tracking/subsidy reconciliation	10 hours/week	30 minutes weekly
Waitlist management/enroll new families	6 hours/month	30 minutes/month
Total	66-86 hours month	7.5 hours a month

**SAVE: 58.50-78.50 hrs. monthly**



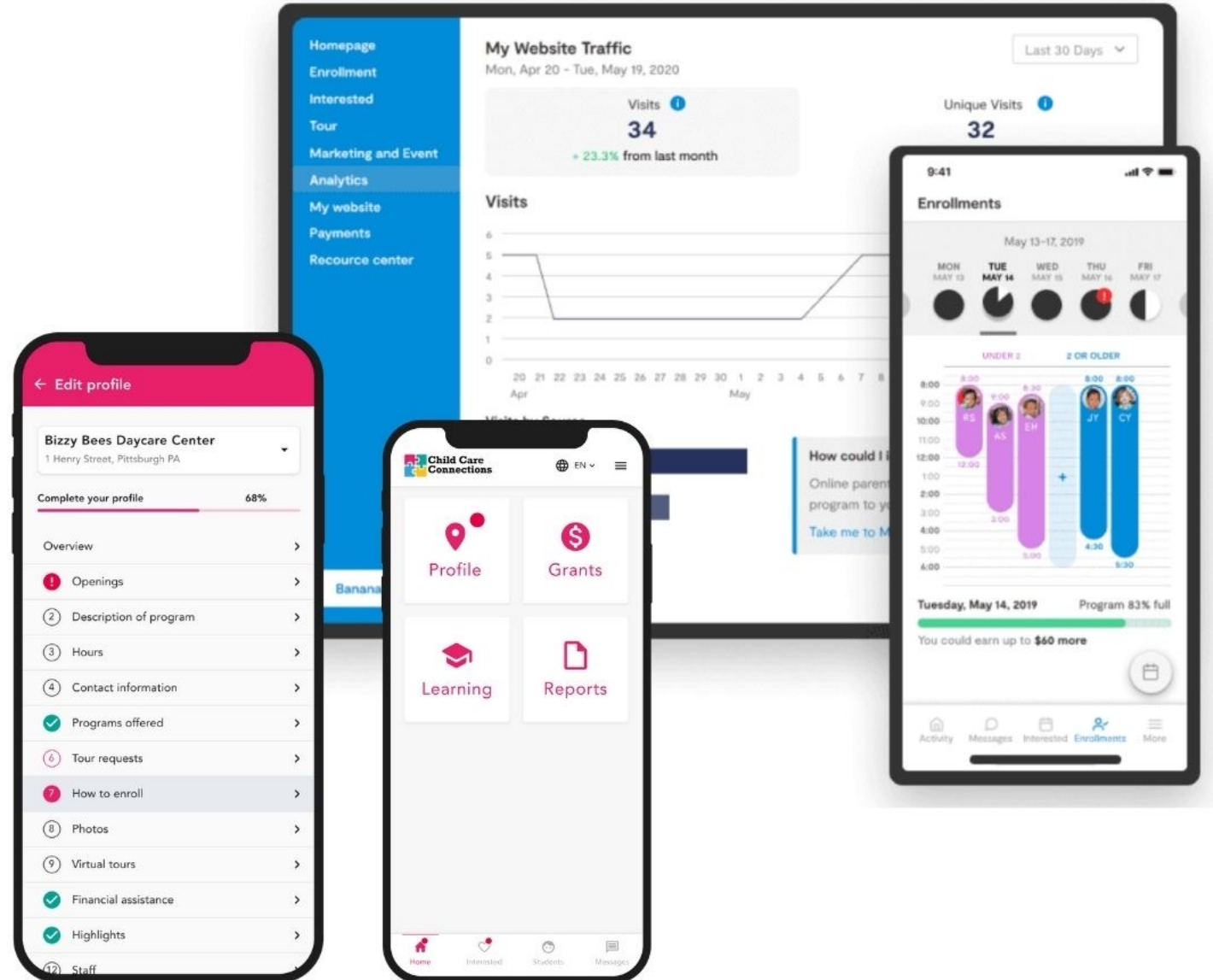
# CCMS Works on Tablet, Phone or Computer

## Sharing info with families:

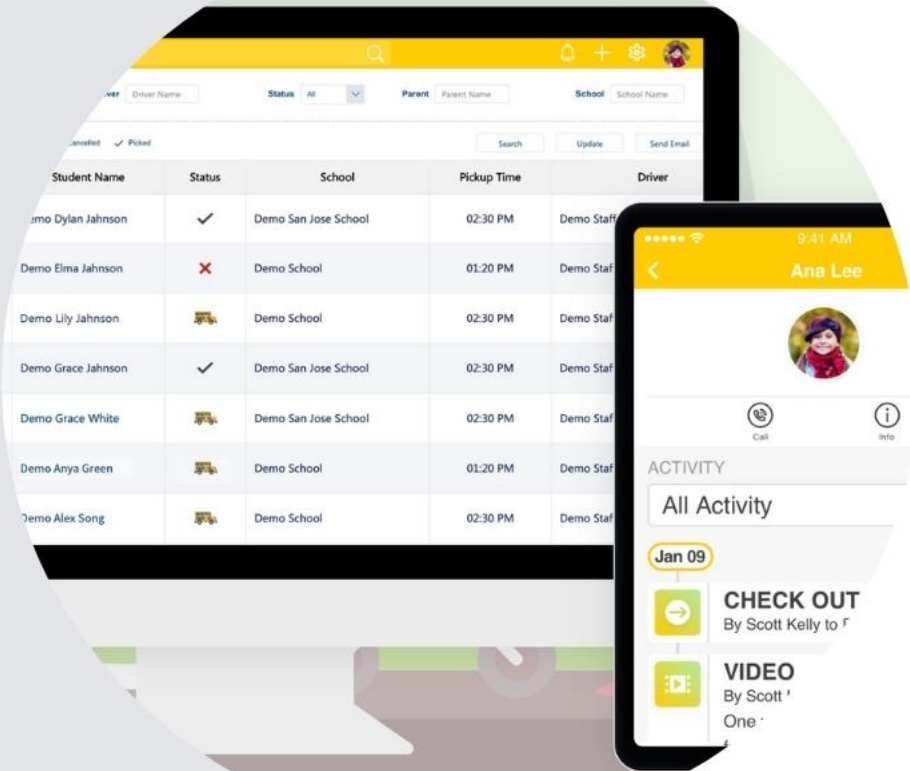
- Openings
- Hours and age groups accepted
- Tour times, tour videos, & images
- Staff experience

## Manage licensing/quality requirements:

- Enrollment
- Professional development
- Grants
- Licensing/Quality documents
- Reporting



# CCMS Help Busy Providers Track Key Business Metrics



**Full Enrollment**

- Online presence
- Lead Management
- Online enrollment

**Full Fee Collection**

- Invoicing/reminders automated
- Electronic payments reduce bad debt
- Data informed decisions

**Revenue Covers per child cost**

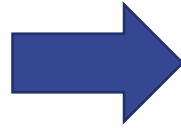
- Manage student-teacher ratios
- Generate financial reports



# Staff and Management Responsibilities



**BEFORE AUTOMATION**



**CONVERTING TO AUTOMATION**

**USING AUTOMATION**



CCMS streamlines submission  
of DECAL documentation.  
Replacing paper with  
technology!

# CCMS Can Provide Data in Real-Time

Data-Driven decisions that impact sustainability:

- Enrollment (must stay full)
- Revenue collection – from parents and government
- Costs (per child, by classroom)

# Timely Data Matters!

Data required for daily operations or reporting include:

- Attendance (children and employees)
- Meals served
- Quality compliance measures (licensing, QRIS, PD, etc.)

# Key Steps

## Coaches review all of the following:

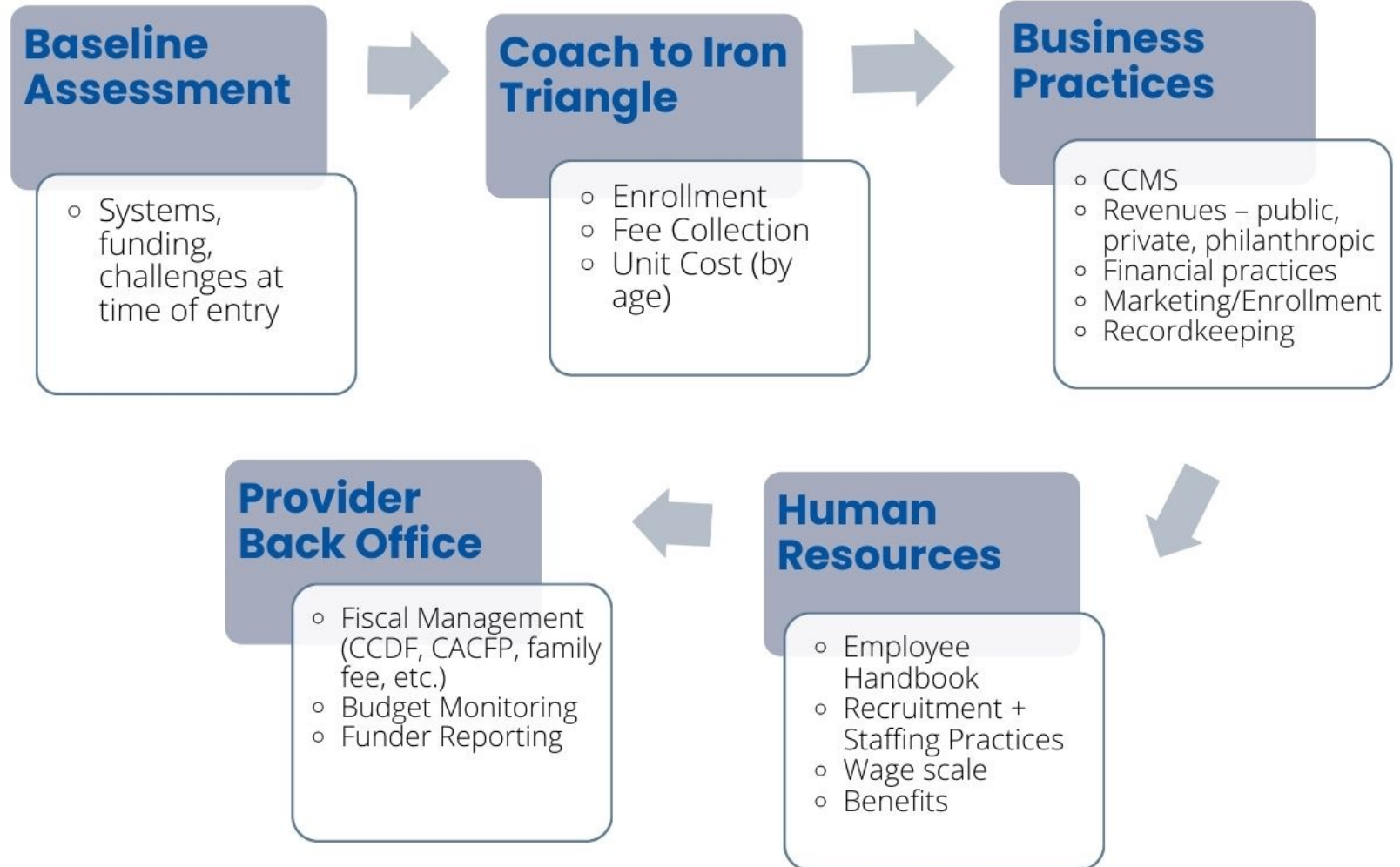
- Budget/recordkeeping
- Compliance
- Licensing Issues
- Updated Employee Handbook
- Updated Parent Handbook

# CCMS On-Boarding

## Training on Procure CCMS modules:

1. Attendance tracking
2. Financial Management + Billing
3. Payroll/HR (or recordkeeping for transfer to external payroll company)
4. Employee professional development
5. Bus schedules and pick up
6. CACFP food program, menus, forms

# Business Support: Focused on Concrete Results



# Results to Date (2021-22 Cohort)

- Average weekly **Revenue** increased by 39% and in some cases, increases were dramatic.
  - In 14 programs, revenue grew between 100% and 500%!
  - Average **Enrollment** increased by 20%
  - Programs no longer suffered from bad debt. Tuition revenue is now collected in full + on time.

# Automation + Business Leadership

- Average business training 12 hours
- Average business coaching 23 hours
- Average "conversion time" to implement CCMS automation is now about 1 month.

Support is  
now  
available  
statewide

### **Provider Resource Hub**

- Shared Resources
- Negotiated Discounts
- Child Care Jobs Board

### **Provider Business Exchange**

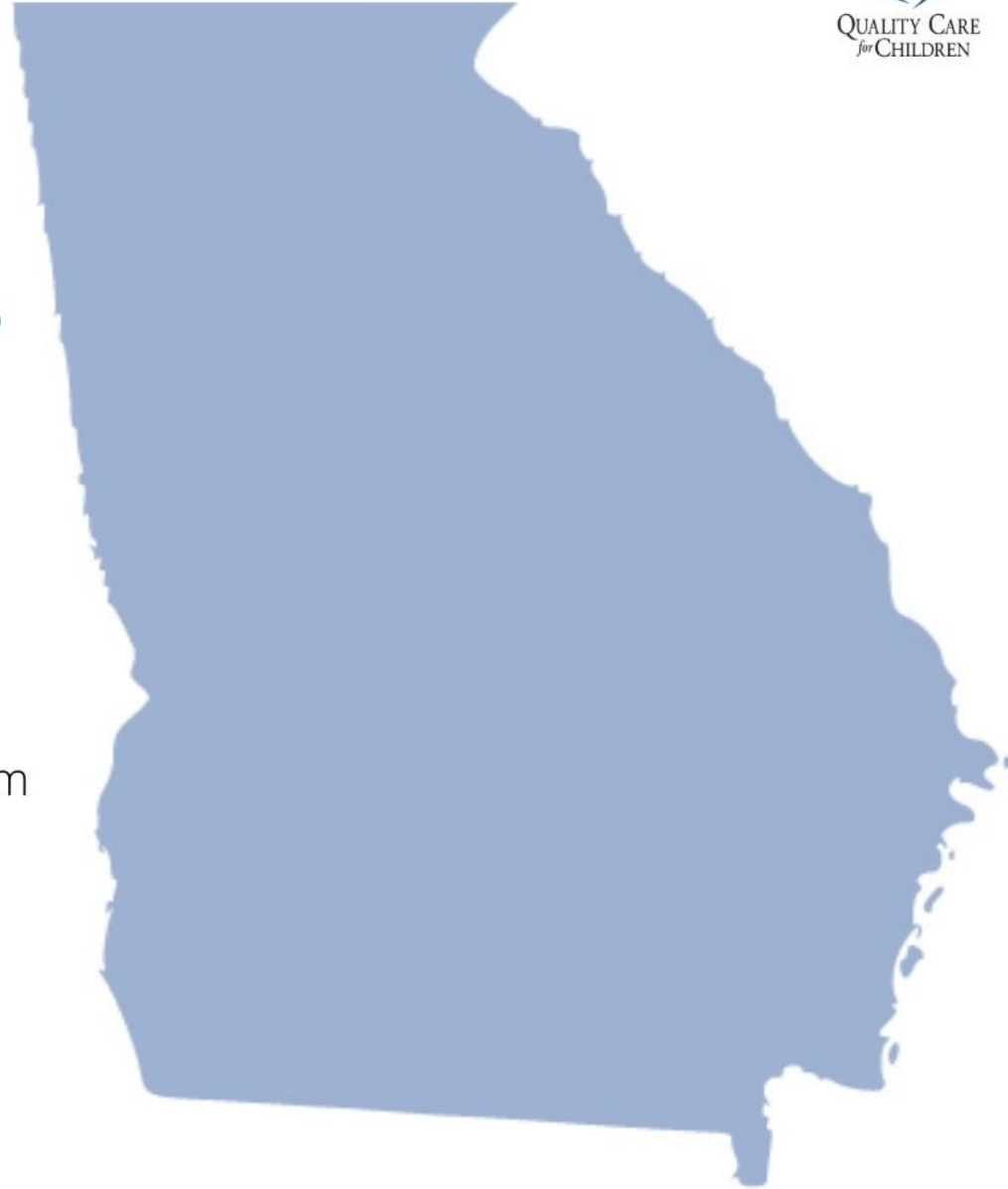
- Live Webinars
- Expert Advice
- Funding Opportunities

### **Provider Back Office**

- Management Software Implementation
- Finance + Administrative Team

### **Family Child Care Network**

- Management Software Implementation
- Links to Quality Resources
- Provider Community



# Summary: Solutions That Work!

**Set Date**

**Automate System**

**Conduct Business Meeting**

## **YOU MATTER MOST**

- Invest in yourself, set up retirement plan, schedule and take the necessary time off during the year to INTENTIONALLY rest-refresh, reflect, examine, and enjoy the perks of being a business leader.

## **WORK SMARTER NOT HARDER**

- Automation works!
- Take 1 month to set up an automation system to truly tackle the current child care business challenges you are facing to yield the best results for your business.

## **TRACK YOUR PROGRESS**

- Schedule weekly business meetings and track your wins/losses, schedule refresh course and master the automation skills needed to be a profitable, sustainable business.



# Business Leadership Theory of Change

## STRATEGIES

- Business Training + Consultation
- Child Care Management Software Shared Service Alliance
- Back Office

## TARGETS

- Decrease time spent on administration
- Decrease operating costs
- Decrease bad debt
- Increase enrollment
- Increase business knowledge
- Increase access + use of technology
- Increase provider networks
- Increase participation in CACFP and child care assistance
- Increase timeliness and accuracy of tax reporting & decrease tax penalties

## OUTCOMES

- Increase Income
- Lower turnover
- Sustainable supply of ECE
- Increase automation
- Increase access to data
- Increase data driven decision making

## Good

2756 Active  
Members in  
2022



## Better

Provided # of  
Trainings in  
2022



## Best

Served 200  
providers in  
2022



Business Resources  
(Provider Resource Hub)

Business Training

Business  
Coaching  
+CCMS

# What's Next? Scaling for Impact

Build Capacity for  
ECE Technology  
Transformation  
and Business  
Success!

- **Ensure every Georgia child care provider has a CCMS and knows how to use it effectively**
  - State funding to support cost of CCMS
  - Statewide business coaching linked to CCMS
- **Over time, craft links between state systems and CCMS**
  - Licensing + QRIS documentation
  - Subsidy billing
  - CACFP reporting
  - Child and family data



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